



# Building a High Performing Team

Practical Strategies, Tools and Techniques for Individuals & Teams

**NC DOT - Public Transportation Division**  
**Connecting for Success: Training Conference**  
*Tuesday, September 26, 2017 – 10:15 – 11:15 am*



# OBJECTIVES



**At the end of this session, you will be better able to:**

- Assess current team dynamics and processes impacting performance
- Identify best tools and techniques to address obstacles to performance
- Identify common values and goals to drive team performance
- Establish Rules of Engagement for a high performing team

# Building a High Performing Team

## Key Elements:

- Assess current culture and “health” of team
- Identify tools to address obstacles to high performance
- Articulate future culture and team expectations
- Implement techniques to sustain progress and ensure consistency

# Leadership Metaphor Explorer™

Take 10 minutes to scan the images and select two that best represent:

- The current leadership culture in your organization
- The future leadership culture you would like to see in your organization

# LME Share

In the next 12 minutes :

- **STAND – FIND** someone **NOT** at your table to:
- Show & explain your current leadership culture card
- Show & explain your future leadership culture card

# Assess Current Leadership Culture

## **Role of Leaders in Establishing High Performing Teams:**

- To provide objective & impartial assessment of individuals and team
- To provide feedback that helps individuals and team improve
- To clearly articulate high performing team expectations
- To role model behaviors and “healthy” relationships

# Leader + Team = Leadership Culture

*Center for Creative Leadership research indicates that leadership is not defined by position or title but rather defined as an interdependent social process of direction, alignment & commitment that requires everyone to succeed.*





# Leadership Roles for Achieving Goals

## Setting *Direction*

Does everyone know  
where we're headed and  
what we're trying to  
accomplish?

## Achieving *Alignment*

Do we have  
everyone/everything  
working in the same  
direction?

## Maintaining *Commitment*

Are we adequately  
earning and  
re-earning everyone's  
active commitment?





# What do we know about the future?



# Here's What We Know So Far...Future will be...

**Volatile**  
**Uncertain**  
**Complex**  
**Ambiguous**



# New Leadership for a Changing World

- 20<sup>th</sup> century management principles focused on controls, reducing ambiguity and training the individual leader.
- 21<sup>st</sup> century leadership principles focus on living with ambiguity, paradox and uncertainty that require organizational leadership solutions.



# Leadership in YOUR Changing World

## DISCUSS & FLIPCHART

- Speedy Table Discussion
- List **Top 5 Team VUCA** challenges
- Large group debrief



# Need for Collaboration in Leadership Culture to High Performing Teams

- A set of values, behaviors and practices
- Shapes how we manage the team and lead change
- Leaders help set team values that drive high performing behaviors & practices



# Values & Team Impact

- **Values:** ideals, morals, beliefs, customs, qualities of importance or significance
- Share your key leadership value with your table & impact on your team
- Discuss top 3 ways values impact a team
- Discuss 3 behaviors that negatively impact a team
- Large group debrief





# 7 Areas that Reveal True Values



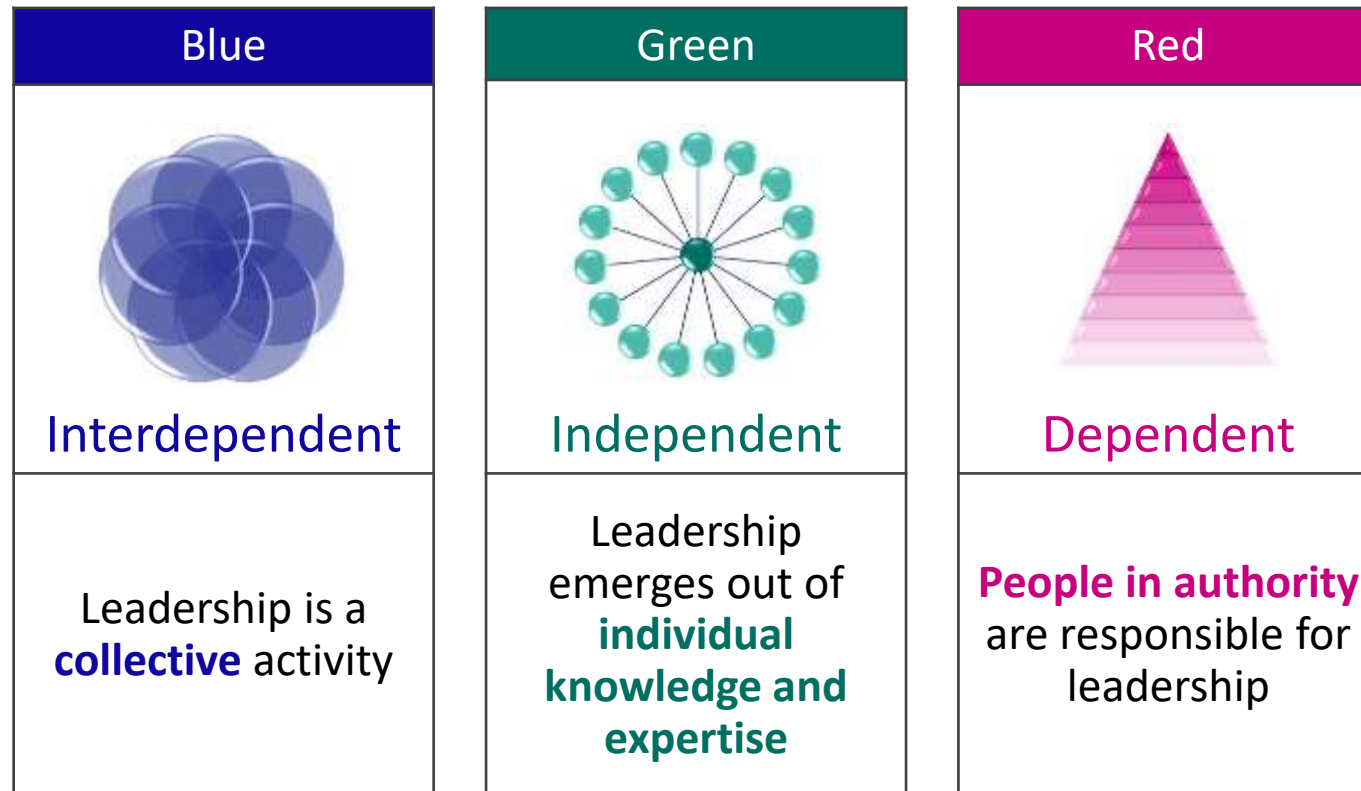
1. What we want most
2. What we think about most
3. How we use our money
4. What we do with our leisure time
5. The company we enjoy
6. Whom and what we admire
7. What we laugh at

# Assess Current Leadership Culture



The meaning people make  
and the tools that they have  
to create shared *direction,*  
*alignment and commitment*  
throughout the organization.

# Leadership Culture



Source: Center for Creative Leadership

# LME Tool Frequency Count

**Look at 2 Cards Chosen Earlier...**

Now		Future
	Interdependent	
	Independent	
	Dependent	

# Levels of Leadership Culture & Team Impact



Interdependent

## Interdependent leadership cultures

view leadership as a collective activity that requires mutual inquiry, learning and a capacity to work with complex challenges.



Independent

## Independent leadership cultures

assume that leadership emerges as needed from a variety of individuals based on knowledge and expertise. Often seen in knowledge-based organizations like universities and law firms.

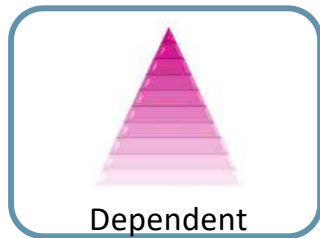
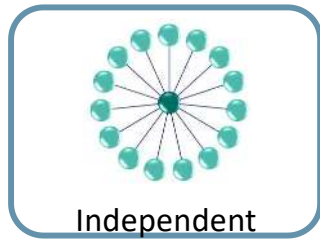
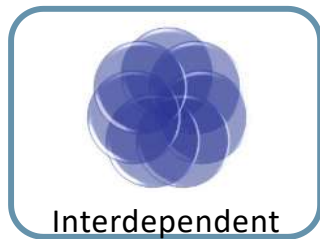


Dependent

## Dependent leadership cultures

hold only people in positions of authority responsible for leadership. Works well in stable environments and in the military.

# Shared Beliefs about Direction, Alignment, Commitment



Direction	Alignment	Commitment
<p>How do we achieve agreement on direction</p> <p>Agreement on direction is the result of <b><i>shared exploration</i></b> and the <b><i>emergence</i></b> of new perspectives</p>	<p>How do we coordinate our work so that it all fits together</p> <p>Alignment results from <b><i>ongoing mutual adjustment</i></b> among <b><i>system-responsible</i></b> people.</p>	<p>How do we maintain commitment to the collective?</p> <p>Commitment results from <b><i>engagement in a developing community</i></b>.</p>
<p>Agreement on direction is the result of <b><i>discussion</i></b>, <b><i>mutual influence</i></b>, and <b><i>compromise</i></b>.</p>	<p>Alignment results from <b><i>negotiation</i></b> among <b><i>self-responsible</i></b> people.</p>	<p>Commitment results from <b><i>evaluation of the benefits for self</i></b> while benefiting the larger community.</p>
<p>Agreement on direction is the result of willing <b><i>compliance</i></b> with an <b><i>authority</i></b>.</p>	<p>Alignment results from <b><i>fitting into</i></b> the expectations of the <b><i>larger system</i></b>.</p>	<p>Commitment results from <b><i>loyalty</i></b> to the source of authority or to the community itself.</p>



# Direction – Alignment – Commitment Assessment & Table Discussion

- Share team's TOP performance obstacle
- Share 1 behavior you will **demonstrate** to improve team performance
- Share 1 behavior you will **STOP** to improve team performance

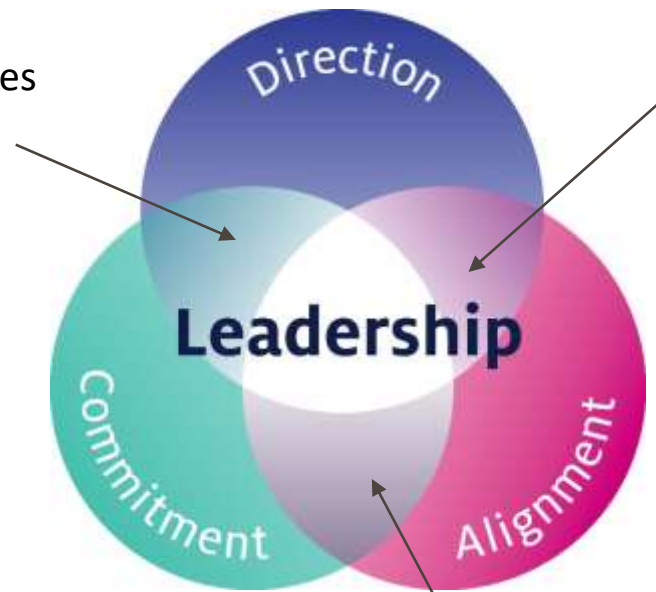


# High Performing Teams...

## Direction – Alignment – Commitment

### Buy in but uncoordinated

- Competing for resources
- Failure to agree deadlines and ways of working



### Coordinated, facing same way but lacking momentum

- Promises without delivery
- Nobody “walks the talk”
- Only easy things get done
- Failure to progress

### Willing cooperation - lacks purpose

- Inertia
- Running in circles
- Teams going nowhere fast;
- Everyone heading in different directions

# EVIDENCE OF DAC

	HAPPENING	NOT HAPPENING
Direction	<ul style="list-style-type: none"> <li>• There is a vision, a desired future, or a set of goals that everyone buys into.</li> <li>• Members of the collective easily articulate how what they are trying to achieve together is worthwhile.</li> <li>• People agree on what collective success looks like.</li> </ul>	<ul style="list-style-type: none"> <li>• There is lack of agreement on priorities.</li> <li>• People feel as if they are being pulled in different directions.</li> <li>• There's inertia; people seem to be running in circles.</li> </ul>
Alignment	<ul style="list-style-type: none"> <li>• Everyone is clear about each other's roles and responsibilities.</li> <li>• The work of each individual/group fits well with the work of other individuals/groups.</li> <li>• There's a sense of organization, coordination, and synchronization.</li> </ul>	<ul style="list-style-type: none"> <li>• Things are in disarray: deadlines are missed, rework is required, there's duplication of effort.</li> <li>• People feel isolated from one another.</li> <li>• Groups compete with one another.</li> </ul>
Commitment	<ul style="list-style-type: none"> <li>• People give the extra effort needed for the group to succeed.</li> <li>• There's a sense of trust and mutual responsibility for the work.</li> <li>• People express considerable passion and motivation for the work.</li> </ul>	<ul style="list-style-type: none"> <li>• Only the easy things get done.</li> <li>• Everyone is just asking "what's in it for me?"</li> <li>• People are not "walking the talk."</li> </ul>

# Direction – Alignment – Commitment Assessment Tools & Techniques Recap

- Objectively & accurately discuss obstacle (s) with team
- Open, diverse discussion of possible solutions
- Provide ongoing feedback
- Utilize individuals' strengths & networks to add value
- Recognize individuals' commitment & service



# High Performing Rules of Engagement

- Understand & agree with team direction & vision
- Understand & accept roles & responsibilities & expectations
- Provide timely, specific, direct feedback – **Use SBI tool**
- Embrace coaching, training, learning
- Empowered to act to better team
- Embody values – Code of Conduct



# High Performing Rules of Engagement

- Collaborate more...FEWER silos
- Leader models high performance behavior
- Influence more
- Build diverse networks
- Ask questions – embrace different perspectives
- Celebrate small wins... “pick less”





# 10 THINGS THAT REQUIRE ZERO TALENT

@MINDSETOFGREATNESS

BEING ON TIME  
WORK ETHIC  
EFFORT  
BODY LANGUAGE  
ENERGY  
ATTITUDE  
PASSION  
BEING COACHABLE  
DOING EXTRA  
BEING PREPARED



# Thank You!



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